INDEX TO

HARVARD BUSINESS REVIEW

VOLUME XVIII

AUTUMN, 1939–SUMMER, 1940

AUTHORS AND ARTICLES

BAKER, JOHN CALHOUN. How Should Executives Be Paid? 94
———. Pensions for Executives. 309
BARNARD, CHESTER I. Comments on the Job of the Executive. 295
BERGEN, HAROLD B. Management Prerogatives. 275
BLISS, CHARLES A. Statistics Takes a Second Breath. 510
BROWN, JONATHAN A. The 1937 Recession in England. 248
BURNHAM, ELIZABETH A. The Department Store in Its Community. 455
CASSADY, RALPH, JR. Trade Barriers within the United States. 231
CHAMBERS, FRANK G. Expanding the Turkey Season. 107
COPELAND, MELVIN T. The Job of an Executive. 148
———. Price Trends of Industrial Chemicals. 437
DUNCAN, DELBERT J. What Motivates Business Buyers. 448
EBERSOLE, J. FRANKLIN. Protecting Bank Bond Investments. 410
GALBRAITH, J. K. Fiscal Policy and the Employment-Investment Controversy. 24
GRAS, N. S. B. The Growth of Rigidities. 322
GREBLER, LEO. The Home Mortgage Structure in Transition. 357
GRIMES, WILLIAM H. Distribution and the Finance Company. 199
HARDING, WILLIAM BARCLAY. Air Transportation Rates. 337
HERRING, JAMES M. Broadcasting and the Public Interest. 344
HOWER, RALPH M. Captain Macy. 472
HUTCHINSON, KENNETH D. Design Piracy. 191
INMAN, SAMUEL GUY. Planning Pan-American Trade. 137
ISAACS, NATHAN. Price Control by Law. 504
LONG, CLARENCE D., JR. News Print: Costs and Competition. 372
LYNCH, EDWARD S. Railroad Taxation and Abandonments. 496
MALOTT, DEANE W. Does Futures Trading Influence Prices? 177
MOORE, C. W. The Rise of an Industrial Executive. 82
NICKERSON, CLARENCE B. The Cost Element in Pricing. 417
PERKINS, JOHN S. Management Research. 488
RUGGLES, C. O. The Rôle of Rate Making. 215
———. Utility Rates. 50
RUTHERFORD, H. K. Mobilizing Industry for War. 1
RUTTENBERG, HAROLD J. The Fruits of Industrial Peace. 285
SANDERS, THOMAS HENRY. British Accounting Practices and the Profession. 161
———. British Control of Company Accounts and Finance. 11
SCHMALZ, CARL N. The Progress of Cooperatives. 116
SHERRILL, CLARENCE O. Solving the Relief Problem. 44
SMITH, DAN THROOP. Is Deficit Spending Practical? 35
SMITH, NELSON LEE. Rail and Utility Investments under Expanding Public Control. 397
STEIN, ROSE M. Workers' Education: Today's Challenge. 207
STODDARD, WILLIAM LEAVITT. Small Business Wants Capital. 265
TEELE, STANLEY F. Retailing: Facts and Theories. 126
VANDERBLUE, HOMER B. Pricing Policies in the Automobile Industry: Incidence of Demand. 64
WALKER, ROSS G. Explorations in Accounting. 384
WEINTRAUB, SIDNEY. Inflation and Price Control. 429
Book List. 133, 261

INDEX TO

HARVARD BUSINESS REVIEW

VOLUME XVIII

AUTUMN, 1939–SUMMER, 1940

AUTHORS AND ARTICLES

BAKER, JOHN CALHOUN. How Should Executives Be Paid? 94
———. Pensions for Executives. 309
BARNARD, CHESTER I. Comments on the Job of the Executive. 295
BERGEN, HAROLD B. Management Prerogatives. 275
BLISS, CHARLES A. Statistics Takes a Second Breath. 510
BROWN, JONATHAN A. The 1937 Recession in England. 248
BURNHAM, ELIZABETH A. The Department Store in Its Community. 455
CASSADY, RALPH, JR. Trade Barriers within the United States. 231
CHAMBERS, FRANK G. Expanding the Turkey Season. 107
COPELAND, MELVIN T. The Job of an Executive. 148
———. Price Trends of Industrial Chemicals. 437
DUNCAN, DELBERT J. What Motivates Business Buyers. 448
EBERSOLE, J. FRANKLIN. Protecting Bank Bond Investments. 410
GALBRAITH, J. K. Fiscal Policy and the Employment-Investment Controversy. 24
GRAS, N. S. B. The Growth of Rigidities. 322
GREBLER, LEO. The Home Mortgage Structure in Transition. 357
GRIMES, WILLIAM H. Distribution and the Finance Company. 199
HARDING, WILLIAM BARCLAY. Air Transportation Rates. 337
HERRING, JAMES M. Broadcasting and the Public Interest. 344
HOWER, RALPH M. Captain Macy. 472
HUTCHINSON, KENNETH D. Design Piracy. 191
INMAN, SAMUEL GUY. Planning Pan-American Trade. 137
ISAACS, NATHAN. Price Control by Law. 504
LONG, CLARENCE D., JR. News Print: Costs and Competition. 372
LYNCH, EDWARD S. Railroad Taxation and Abandonments. 496
MALOTT, DEANE W. Does Futures Trading Influence Prices? 177
MOORE, C. W. The Rise of an Industrial Executive. 82
NICKERSON, CLARENCE B. The Cost Element in Pricing. 417
PERKINS, JOHN S. Management Research. 488
RUGGLES, C. O. The Rôle of Rate Making. 215
———. Utility Rates. 50
RUTHERFORD, H. K. Mobilizing Industry for War. 1
RUTTENBERG, HAROLD J. The Fruits of Industrial Peace. 285
SANDERS, THOMAS HENRY. British Accounting Practices and the Profession. 161
———. British Control of Company Accounts and Finance. 11
SCHMALZ, CARL N. The Progress of Cooperatives. 116
SHERRILL, CLARENCE O. Solving the Relief Problem. 44
SMITH, DAN THROOP. Is Deficit Spending Practical? 35
SMITH, NELSON LEE. Rail and Utility Investments under Expanding Public Control. 397
STEIN, ROSE M. Workers' Education: Today's Challenge. 207
STODDARD, WILLIAM LEAVITT. Small Business Wants Capital. 265
TEELE, STANLEY F. Retailing: Facts and Theories. 126
VANDERBLUE, HOMER B. Pricing Policies in the Automobile Industry: Incidence of Demand. 64
WALKER, ROSS G. Explorations in Accounting. 384
WEINTRAUB, SIDNEY. Inflation and Price Control. 429
Book List. 133, 261

CLASSIFIED LIST OF ARTICLES

Accounting
- British Accounting Practices and the Profession, by Thomas Henry Sanders. 161
- British Control of Company Accounts and Finance, by Thomas Henry Sanders. 11
- Cost Element in Pricing, The, by Clarence B. Nickerson. 417
- Explorations in Accounting (book review), by Ross G. Walker. 384

Business Cycles and Forecasting
- Nineteen Thirty Seven Recession in England, The, by Jonathan A. Brown. 248

Business and Economic History
- Captain Macy, by Ralph M. Hower. 472
- Growth of Rigidities, The, by N. S. B. Gras. 322
- Rise of an Industrial Executive, The, by C. W. Moore. 82

Economic Institutions and Planning
- Growth of Rigidities, The, by N. S. B. Gras. 322
- Inflation and Price Control, by Sidney Weintraub. 429
- Progress of Cooperatives, The (book review), by Carl N. Schmalz. 116
- Small Business Wants Capital, by William Leavitt Stoddard. 265

Finance
- British Control of Company Accounts and Finance, by Thomas Henry Sanders. 11
- Distribution and the Finance Company, by William H. Grimes. 199
- Home Mortgage Structure in Transition, The, by Leo Grebler. 357
- Rail and Utility Investments under Expanding Public Control, by Nelson Lee Smith. 397
- Small Business Wants Capital, by William Leavitt Stoddard. 265

Foreign Countries
- British Accounting Practices and the Profession, by Thomas Henry Sanders. 161
- British Control of Company Accounts and Finance, by Thomas Henry Sanders. 11
- Nineteen Thirty Seven Recession in England, The, by Jonathan A. Brown. 248

Foreign Trade and International Relations
- Planning Pan-American Trade, by Samuel Guy Inman. 137

General and Miscellaneous
- Mobilizing Industry for War, by H. K. Rutherford. 1
- Solving the Relief Problem, by Clarence O. Sherrill. 44

Government and Business
- Air Transportation Rates, by William Barclay Harding. 337
- British Control of Company Accounts and Finance, by Thomas Henry Sanders. 11
- Broadcasting and the Public Interest, by James M. Herring. 344
- Home Mortgage Structure in Transition, The, by Leo Grebler. 357
- Price Control by Law (book review), by Nathan Isaacs. 504
- Rail and Utility Investments under Expanding Public Control, by Nelson Lee Smith. 397
- Trade Barriers within the United States, by Ralph Cassady, Jr. 231

Industries
- Air Transportation Rates, by William Barclay Harding. 337
- Broadcasting and the Public Interest, by James M. Herring. 344
- Expanding the Turkey Season, by Frank G. Chambers. 107
- News Print: Costs and Competition, by Clarence D. Long, Jr. 372
- Price Trends of Industrial Chemicals, by Melvin T. Copeland. 437
- Pricing Policies in the Automobile Industry: Incidence of Demand, by Homer B. Vanderblue. 64

Labor
- Fruits of Industrial Peace, The, by Harold J. Ruttenberg. 285
- Workers' Education: Today's Challenge, by Rose M. Stein. 207

Management
- Comments on the Job of the Executive, by Chester I. Barnard. 295
- How Should Executives Be Paid? by John Calhoun Baker. 94
- Job of an Executive, The, by Melvin T. Copeland. 148
- Management Prerogatives, by Harold B. Bergen. 275
- Management Research, by John S. Perkins. 488
- Pensions for Executives, by John Calhoun Baker. 309

Marketing
- Design Piracy, by Kenneth D. Hutchinson. 191
- Distribution and the Finance Company, by William H. Grimes. 199
- Does Futures Trading Influence Prices? by Deane W. Malott. 177
- Expanding the Turkey Season, by Frank G. Chambers. 107
- Pricing Policies in the Automobile Industry: Incidence of Demand, by Homer B. Vanderblue. 64
- Progress of Cooperatives, The (book review), by Carl N. Schmalz. 116

Money and Banking
- Protecting Bank Bond Investments, by J. Franklin Ebersole. 410

Public Finance
- Fiscal Policy and the Employment-Investment Controversy, by J. K. Galbraith. 24
- Is Deficit Spending Practical? by Dan Throop Smith. 35
- Railroad Taxation and Abandonments, by Edward S. Lynch. 496

Public Utilities
- Rail and Utility Investments under Expanding Public Control, by Nelson Lee Smith. 397
- Rôle of Rate Making, The, by C. O. Ruggles. 215
- Utility Rates, by C. O. Ruggles. 50

Purchasing
- What Motivates Business Buyers, by Delbert J. Duncan. 448

Retailing
- Department Store in Its Community, The, by Elizabeth A. Burnham. 455
- Retailing: Facts and Theories (book review), by Stanley F. Teele. 126

Statistics
- Statistics Takes a Second Breath (book review), by Charles A. Bliss. 510

Transportation
- Railroad Taxation and Abandonments, by Edward S. Lynch. 496

SUBJECT INDEX

Abandonment of sections of railroad lines, taxation and 496
Accounting
as a profession in England and Scotland 172
costs and selling prices 417
finance and, in Great Britain 11, 161
review of books on 384
Administration, functions of executive 148, 295
Advertising, newspaper, and cost of news print 378
Agricultural prices, influence of futures trading on 177
Air transportation rates 337
American Federation of Labor, workers' education and 207
Auditing books, reviews of 394
Auditors, appointment of, in Great Britain 21
Automobile industry, pricing policies in 64

Bank of England, influence of, on security issues 19
Banks
needs of small business and 265
protecting bond investments in 410
Barnard, Chester I., on functions of the executive 148
Bonds, prices of, as bank investments 410
Bonus systems for executives 295
Book reviews on
accounting 384
Barnard's *The Functions of the Executive* 148
cooperatives 116
price control by law 504
public utilities 215
retailing 126
statistics 510
Business policy 296
Buying industrial goods, motives for 448

Capital for small business 265
Capitalism and rigidities
financial 333
industrial 331
mercantile 327
national 335
petty 324
Centralization of control of railroads 401
Chain stores, taxation of 234
Chemicals, price trends of industrial 437
Cincinnati, public relief in 45
Civil Aeronautics Act 338
Coal-tar compounds, price trends of
aniline oil 442
cresylic acid 443
naphthalene 441
phenol 442
phthalic anhydride 443
toluene 442
Commerce, taxation of interstate 231
Companies Act of 1929 (British) 11, 14, 20
Company reports, information given in British 19
Compensation of executives 94
Competition in
news print industry 373
public utility field 221
Conceptual equipment for executives 303
Congress of Industrial Organizations
management prerogatives and 275
SWOC and industrial peace 285
workers' education in 210
Cooperatives
marketing turkeys through 109
review of books on 116
Cost accounting
books, reviews of 390
selling prices and 417
Cost of relief, Federal vs. local 45
Credit
installment sales and 199
structure, home mortgage 357
Customers, relation of, to organizations 296

Dennison, Andrew, business history of 82
Department store, size of, and size of community 455
Depreciation, British accounting practice in regard to 161

Education of workers 207
Employers, prerogatives of 275
Employment, government fiscal policy and 24, 35
England. *See* Great Britain
European trade with Latin America 141
Exchange rates and inflation 432
Executive compensation
incentives 151
pensions and 309
principles of 94
Expenses, department store, and size of city 457

Federal Communications Commission, radio broadcasting and 344
Federal Home Loan Bank System 367
Federal Deposit Insurance Corporation 412
Federal Reserve banks, bond prices and 410
Federated Labor Schools, workers' education and 212
Finance
accounting and, in Great Britain 11
home mortgage structure and 357
public utility, and public control 408
railroad, and public control 402
small business 265
Finance companies and distribution 199
Fiscal policy, government 24, 35
Futures trading, influence of, on prices 177

General Motors Corporation, pricing policies of 64
Germany, Latin American trade with 142
Gold, supply of, and inflation 434
Government control
air transportation rates and 337
inflation and 429
of company accounts and finance in Great Britain 11
of home mortgage finance 357
of prices, books on 504
radio broadcasting and 344
rail and utility investments under 397
Government finance
employment and 24
spending and 35
Government machinery for relief 44
Great Britain
accounting practices and the profession in 161

control of company accounts and finance in 11
recession of 1937 in 248
trade of, with Latin America 142

Home Owners Loan Corporation, refinancing of loans by 366

Industrial chemicals, price trends of 437
Industrial goods, motives for purchase of 448
Industry, mobilizing of, for war 1
Inflation
government spending and 30
price control and 429
Inorganic chemicals, price trends of
aqua ammonia 440
calcium carbide 439
caustic soda 439
liquid chlorine 439
soda ash 438
sodium nitrate 440
sulphuric acid 437
tri-sodium phosphate 439
Installment selling, the finance company and 199
Interest rates for home mortgages 362
International Ladies Garment Workers Union, workers' education in 208
Interstate commerce, trade barriers to 231
Interstate Commerce Commission
abandonments of sections of railroad lines and 496
railroad regulation and 397
Intrastate trade barriers 241
Investment
activity in England, 1937–1938 254
public vs. private 33, 35
rail and utility, under expanding public control 397
Investors, protection of, in Great Britain 16

Labor
results of industrial peace between management and 285
unions and workers' education 199
Latin American trade, planning 137
Light and power rates 52
Loans
home mortgage 357
to small business 265
London Stock Exchange and security issues 18

Macy, R. H., early history of 472
Management
executive pensions and 309
job of executives and 148, 295
prerogatives 275
research 488
Marketing
automobiles and pricing policy 64
design piracy and 191
finance company and 199
turkeys throughout the year 107
See also Retailing
Mead Bill and small business 265
Monetary control and inflation 429, 432
Monopoly and public utilities 221
Mortgages, credit structure of home 357
Motor carrier regulatory taxation 233
Munitions load on private industry 2

News print industry, costs and competition in 372
Non-coal-tar organic chemicals, price trends of
acetic acid 444
acetic anhydride 445
acetone 445
butyl acetate 446
carbon tetrachloride 445
denatured alcohol 443
ethyl acetate 446
ethylene glycol 446
methanol 444

Pan-American trade, planning of 137
Paper industry, costs and competition in 372
Patents, design copying and 192
Pensions for executives 309
Prerogatives of management 275
Prevention of Frauds (Investments) Act [British] 11, 15
Prices
control of, by law 504
futures trading and 177
in England, 1937 and 1938 255
industrial chemical 437
inflation and control of 429
news print 373
product costs and 422
utility rate regulation and 215
Pricing
cost element in 417
in automobile industry 64
of government bonds as bank investments 410
Procurement
industrial, motives influencing 451
of munitions from industry 3
Products costs and prices 422
Public debt
burden of 39
employment and 31
Public finance
employment and 24
policy of 35
Public utilities
investments in, under public control 403
regulation of rates of 50, 215
Publishing, cost of news print and 379
Purchasing. *See* Procurement

Radio broadcasting, public interest and 344
Railroads
early rate regulation for 50
investments in 397
taxation of, and abandonments 496
Rates
interest, for home mortgages 362
regulation of
air transportation 337
public utility 50, 215, 405
railroad 399
Recession in England in 1937 248
Relief of unemployment, public 44
Research, management 488
Retailing
early experiences of R. H. Macy in 476
review of books on 126
size of department stores and size of communities in 455
Retirement plans for executives 309
Rigidities, growth of, in business 322
Rural Electrification Administration 404

Salary payments to executives 94
Secret reserves, accounting and, in Great Britain 162
Selling prices and costs 417
Sliding scale, public utility rate making and 223
South America, planning trade with 137
Statistics, business, recent developments in and books on 510
Steel Workers Organizing Committee, co-operation of, with employers 285
Style piracy 191

Taxation of
interstate commerce 232
railroads and abandonments 496
Tennessee Valley Authority, rate making and 54, 405
Transportation, air, and rates 337
Turkey industry, expansion of 107

Unemployment, government relief of 44
Unions
cooperation of, with management 285
management prerogatives and 275
workers' education in 207
Utility rates 50, 397

Wagner Act, management prerogatives and 275
War
inflation and 429
mobilizing industry for 1
South American trade and 137
War Resources Administration 6
Weir, Ernest T., and price policy of steel industry 420